

SECRET

THE DIRECTOR OF CENTRAL INTELLIGENCE

WASHINGTON, D. C. 20505

Office of the Director

DCI/IC 74-0025

19 February 1974

(NIO)  
Intel  
15. asept of  
Defense  
DIA

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MEMORANDUM FOR: [REDACTED], DIA/DE

SUBJECT: Projections for Planning

REFERENCE: Your Draft Memo, dtd 13 Feb 74, Subject:  
"Projections for Planning: Options,  
Issues, and Recommendations"

1. I believe that as you deal with the DIPP in DIA you will recognize some other factors bearing on the problem. One of them is the looseleaf nature of the DIPP which permits DIA to revise projections as the evidence dictates. This is a good idea in my view since it does not make much sense to leave a poor projection on the books pending an annual publication at national level. However, this system does raise the old problem of the projections driving the estimate instead of vice versa.

2. I think your final recommendations in this paper are very sound. I would take exception to only one matter. I believe that DIA should be given the job (by the NIO) to draft the NIAM containing the "national" alternative projections. The NIO could then submit these projections to CIA, INR, and any other interested parties for coordination. The advantage here is that you avoid minor format problems that arise between two sets of projections drafted by different offices. There are problems of determining which kinds of detail are aggregated into a single line for the more simple projections required by NSC. If DIA drafts, they have a better chance of avoiding this kind of problem. Further, if the formats are compatible and DIA later changes a projection on evidential grounds, which affects the NIAM, a memorandum to holders or a new NIAM can be readily drafted. Since there would probably continue to be worries about objectivity and ax grinding in DOD, the assignment of drafting responsibility should be on a trial basis, leaving the NIO the option of having CIA draft such projections if DIA fails to function properly.

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Daniel O. Graham  
Lieutenant General, USA  
D/DCI/IC

MEMORANDUM FOR:

General D. O. Graham

D/DCI/IC

Room 7E13

Danny:

Here is the first cut at the projections problem for your comment. I have given copies to DIA/DE and NIO/Stoertz for comment. Will send you later editions when they develop.



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15 February 1974

(DATE)